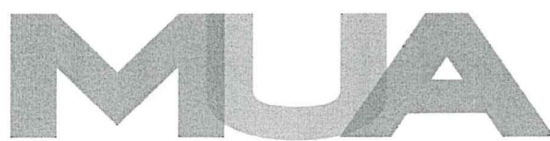


MUA/RASA/EXAM/QP/2014

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UNDERGRADUATE UNIVERSITY EXAMINATIONS

SCHOOL OF MANAGEMENT AND LEADERSHIP

DEGREE OF BACHELOR OF MANAGEMENT AND LEADERSHIP

BML 207: LEADERSHIP AND GROUP DYNAMICS

DATE: 20TH, AUGUST 2014

DURATION: 2 HOURS

MAXIMUM MARKS: 70%

INSTRUCTIONS:

1. Write your registration number on the answer booklet.
2. **DO NOT** write on this question paper.
3. This paper contains **SIX (6)** questions.
4. Question **ONE** is compulsory.
5. Answer any other **THREE** questions.
6. Question **ONE** carries **25 MARKS** and the rest carry **15 MARKS** each.
7. **Write all your answers in the Examination answer booklet provided**

QUESTION ONE

Carefully read the following comprehension and answer the questions that follow:

The Endurance: Shackleton's Legendary Antarctic Expedition.

John Lanferman narrates how team leadership can change the way of doing things and bring about positive performance that can change individuals, groups and organizations.

I received a book years ago called The Endurance: Shackleton's Legendary Antarctic Expedition. It's a book about Sir Ernest Shackleton and his 1909 polar expedition that reached farther south than anyone ever before him. The Endurance expedition (1914- 1917) brought a 22-foot open boat from Elephant Island to South Georgia Island. This was one of the greatest epics of survival in the annals of exploration.

However, what the book really demonstrates was Shackleton's team-building ability. He was able to draw levels of ability and leadership out of his crew that were incredible. They moved forward in spite of impossible weather conditions, daily attempts to get sightings for knowing their positions, and the worst living conditions of any crew in history.

Shackleton had a single-minded determination to do what was best for his crew. What made the Shackleton team work was his insistence that getting a project done was more important than who does the project, controls the project, or gets credit for the project. His biographer writes, "The mystique that Shackleton acquired as a leader may partly be attributed to the fact that he elicited from his men strength and endurance they had never imagined they possessed; he ennobled them."

Shackleton refused to discriminate between the weak and the strong, the sick and the well. They would all survive or none survive. So what's the result of such an approach to being focused on a mission as a team? The Endurance crew is a testimony of such valiant commitment as a team: They all survived.

- a) What is a team? (3 marks)
- b) What are the characteristics an effective team? Are they evident in the narrative? (10 marks)
- c) Teams go through five stages of development. At what stage is a team vulnerable and with examples explain your answer? (6 marks)
- d) Some behaviors are disruptive and should be avoided by team members at all cost if the team has to forge ahead. List some of the disruptive behaviors. (6 marks)

QUESTION TWO

- a) List at least four problems arising within competing groups. (6 marks)
- b) What is impression management? (4 marks)
- c) List at least five challenges to team leadership. (5 marks)

QUESTION THREE

- a) Define the term "team" (3 marks)
- b) When does teamwork occur? (3 marks)
- c) List and explain four characteristics of high performance team. (6 marks)
- d) Highlight three ways in which leaders make group decisions. (3 marks)

QUESTION FOUR

In good meetings, people nod in agreement; in poor meetings, people just nod.

- a) List three elements of good meetings (3 marks)
- b) Name two items needed for a meeting and what are their importances? (2 marks)
- c) List and briefly explain the five stages of team development. (10 marks)

QUESTION FIVE

Teams can be categorized into structural or functionality.

- a) List and explain in each category at least three types of teams (6 marks)
- b) What is a friendship group? Is it important? (4 marks)
- c) What does an effective team leader require? (5 marks)

QUESTION SIX

According to Henry Ford "Coming together is a beginning, keeping together is progress, and working together is success."

- a) Define the term "Team leadership". (2 marks)
- b) For success of a team, there are team players participating in its activities. List and briefly explain five qualities of a team player. (10 marks)
- c) What is the role of the chair in a meeting? (3 marks)